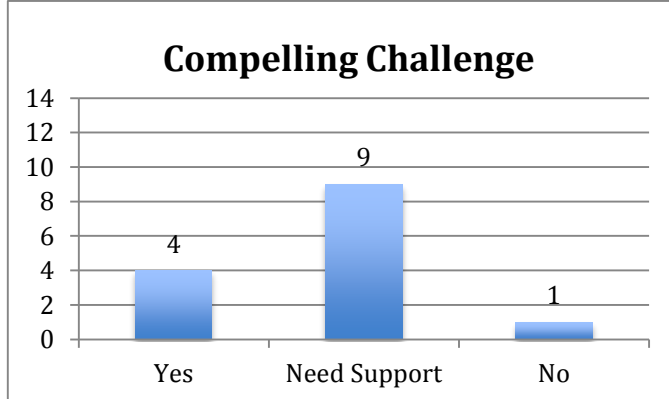


The Collaborative Assessment Tool - Results

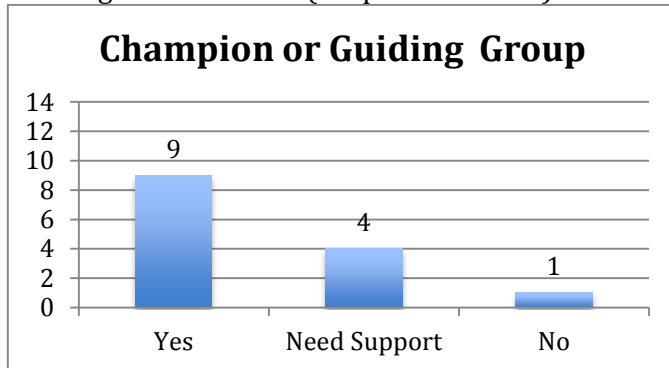
The collaborative assessment tool was created to help community groups strengthen collaboration, align efforts, and create action plans. There are six sections to the assessment. Each section explores a different set of attributes found among successful collaborations.

Theme: Leadership and Readiness

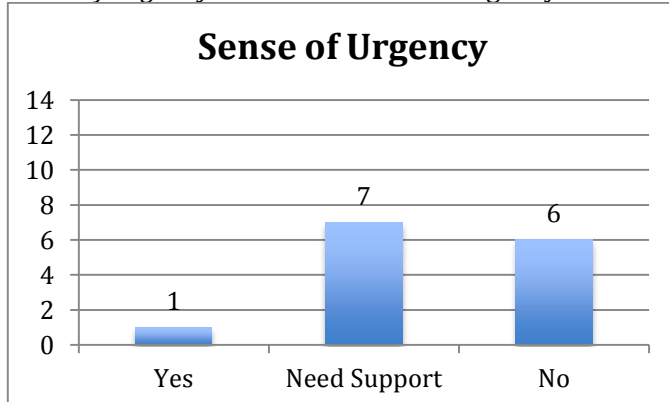
A Compelling Challenge: Has the group identified a common challenge expressed in a compelling way that it wants to address (Respondents = 14)?



Champion or Guiding Group: Is there a champion or a small guiding group that is passionate about the challenge and the work (Respondents = 14)?



Sense of Urgency: Is there a sense of urgency in the community around the issue (Respondents = 14)?



Stakeholder and Organizational Leadership: Does the group have a complementary mix of stakeholder leaders and organizational leaders working in concert? Is the group convened and led by leaders who serve through a stakeholder leadership approach (Respondents = 14)?

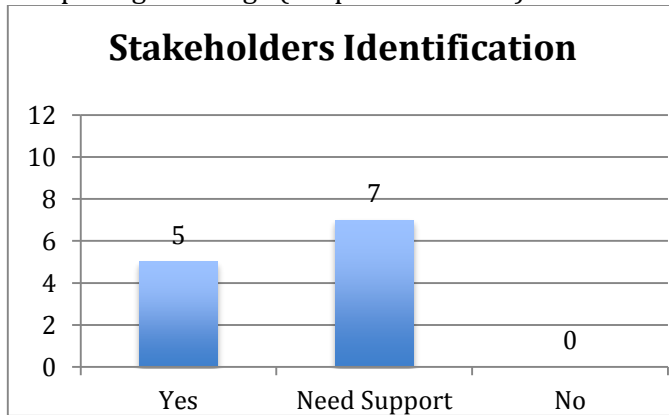


Open Ended Responses

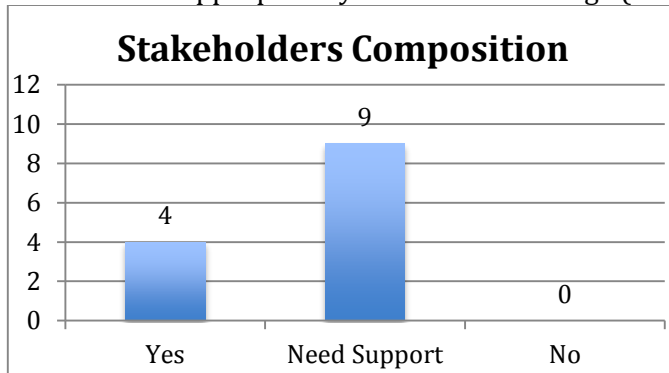
- Allow more time to meet, one day is not enough to get done what we need to.
- Finalize Strategic Plan Outline
- More collaboration
- Need to continue to outreach to community to add business and secondary school leaders.
- Sub-Committees formed
- Transition from planning to action
- translate challenges and proposals into more concrete/operational terms United Way 90/2020 is very clear and compelling - and now has shown some progress. The 65% by 2025 is not clear - there is still too much angst around college vs post secondary vs vocational education
- We need to assess the sense of urgency. Develop or review the key core issues of what brought this group together. .document what's at risk for Alaska if we do not do this
- Engage more native corporations, Department of Labor and industry.
- Identify the core leadership group, whether via an interim board or other small, responsible group
- Incorporate "Themes" into Strategic Plan outline
- Meet more often?
- Need to continue to define our challenge/charge
- Structure
- The current group is moving along but I really don't see them as the influencers of policy - maybe that is not necessary at the moment but at some point it will be.
- Define member roles more thoroughly, ensure everyone is comfortable in a stakeholder leader role
- Develop an outreach/media plan for the "65 by 25" message.
- I believe that with clarity of the compelling challenge there could be a punch for urgency - right now I just get from people "oh another network...just what we need"
- Market out group appropriately and to the right people for their participation
- Formulate action plan to guide us

Theme: Stakeholder Roles and Relationships

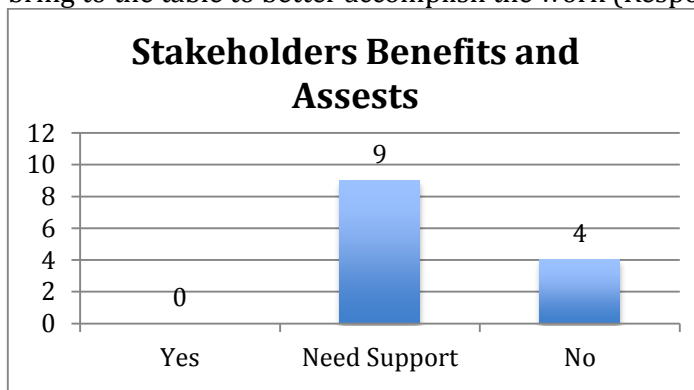
Stakeholder Identification: Has the group identified the key stakeholders who have an interest in the compelling challenge (Respondents = 12)?



Stakeholder Composition: Does the stakeholder group include multiple diverse perspectives and interests that appropriately reflect the challenge (Respondents = 13)?



Stakeholder Benefits and Assets: Have the stakeholders been asked about what value and benefits they may realize as a result of the group's work? Have the stakeholders been asked about assets they may bring to the table to better accomplish the work (Respondents = 13)?



Have we identified the following:

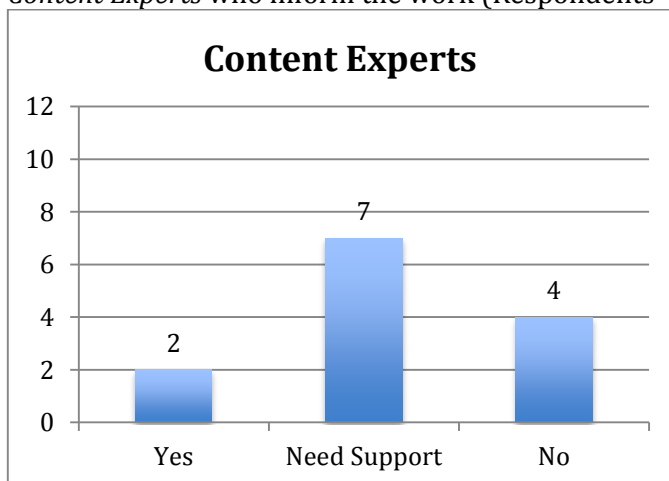
Facilitative Leadership who convene and sustain the work (Respondents = 13)?



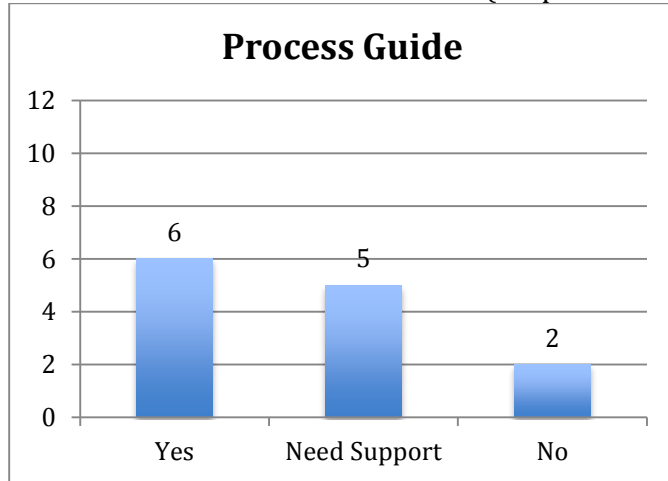
Stakeholders who conduct the work (Respondents = 13)?



Content Experts who inform the work (Respondents = 13)?



Process Guide who facilitates the work (Respondents = 13)?

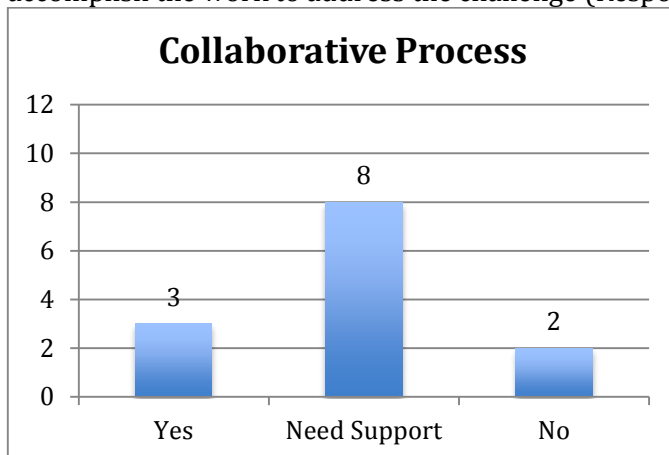


Open Ended Responses

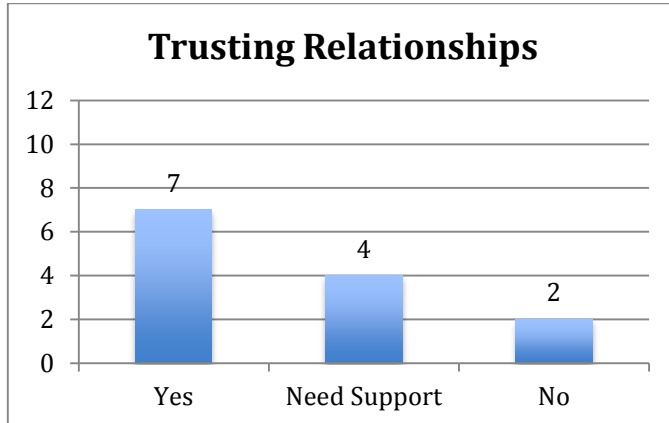
- Clear message about who our group is and what we want to accomplish for others to want to get involved
- Stakeholder benefits - we are unclear how we will work together to address the challenge. I do not believe this exercise is meant to create something new but to link and leverage the assets that are existing in the state but I think the group is still unclear about that...
- Still need DEED representation
- Still need more community stakeholder, workforce, and labor.
- Need more stakeholders from business and secondary schools.
- Perhaps time to form a board, or leading group
- More time to meet and collaborate
- It continues to be difficult without a solid backbone organization to build out the work.

Theme: A Collaborative Process

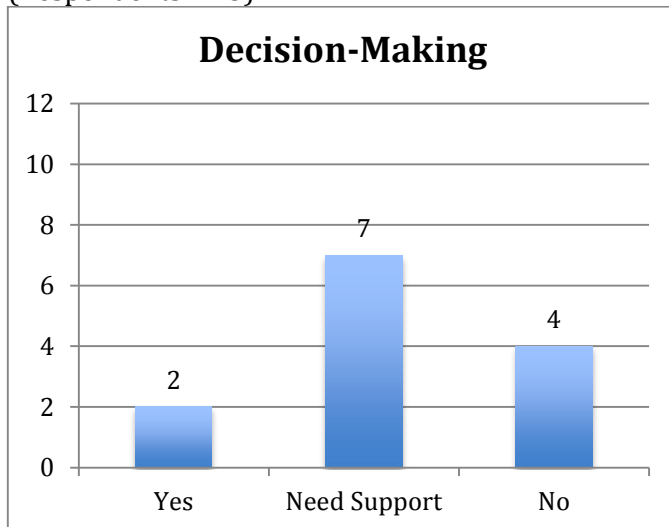
Collaborative Process: Has the group identified or designed a collaborative process for engagement to accomplish the work to address the challenge (Respondents = 13)?



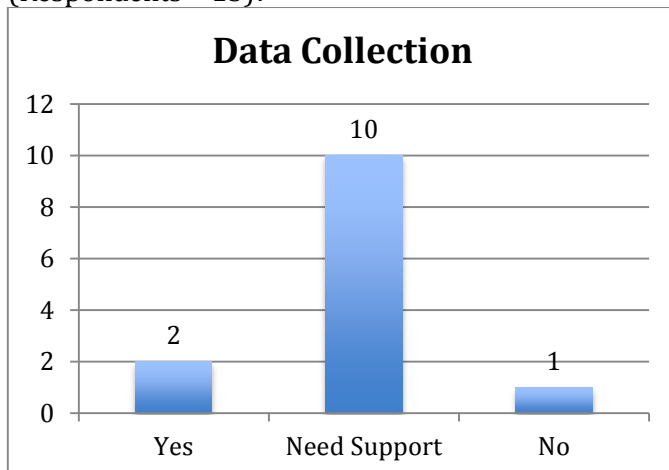
Trusting Relationships: Successful efforts build relationships and skills as part of an ongoing process. If there is a process for working together, does the process build upon a series of agreements that build trust over time?



Decision-Making Process: Does the group have a defined and agreed upon decision-making process (Respondents = 13)?

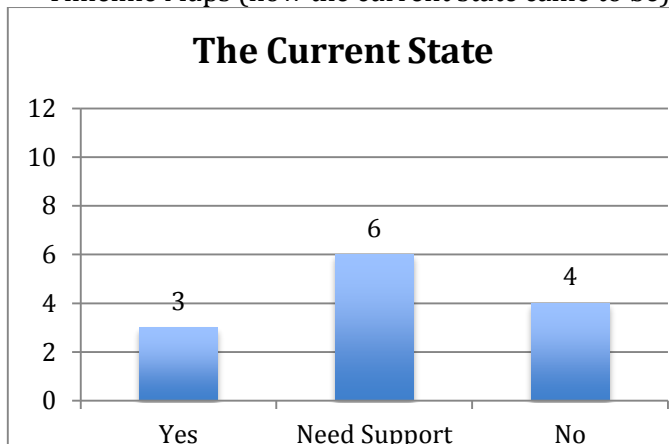


Data Collection: Has the group collected and shared information and data about the challenge (Respondents = 13)?

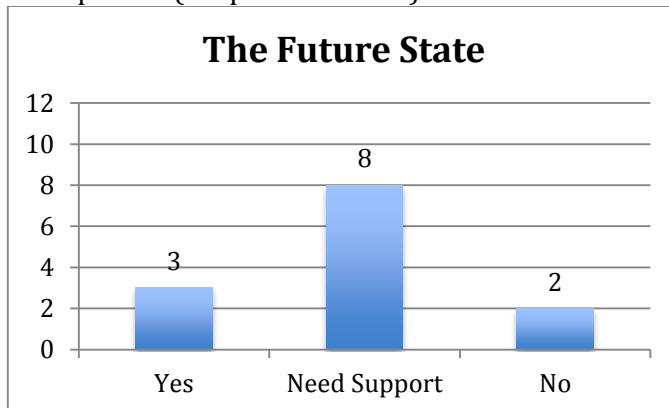


The Current State: Has the group mapped out any relationships or factors influencing the challenge? Such maps may include (Respondents = 13):

- Stakeholder Maps (organizations and relationships)
- Project and Program Maps (work being done)
- Customer Experience Maps (customer outcomes)
- Systems and Network Maps (nodes/connectors)
- Strategy Matrix Maps (customers/offerings)
- Asset Maps (assets to leverage and build on)
- Geographic Maps (current location-based data)
- Timeline Maps (how the current state came to be)



The Future State: Has the group discussed and envisioned ways the current state of the challenge could be improved (Respondents = 13)?

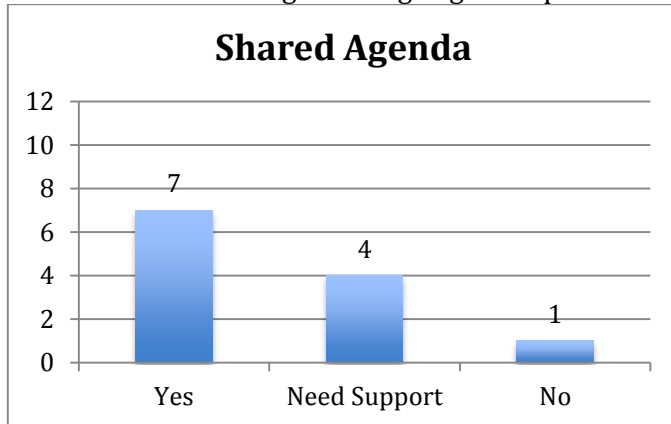


Open Ended Responses

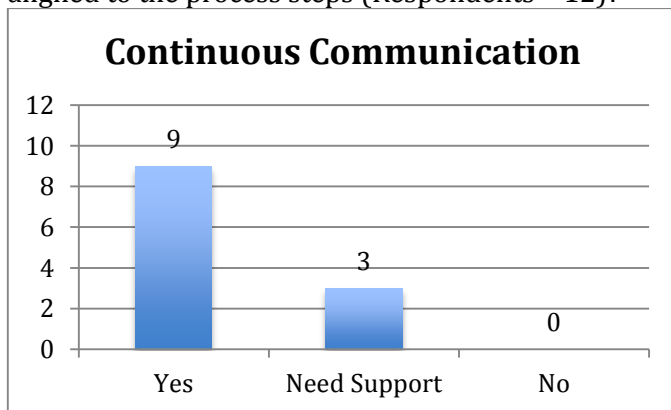
- We may need to meet more frequently.
- We spend such short time together, I believe these pieces have been hard to finalize
- more 1 day or more meetings to truly get situated and an understanding of how our group should work or participate in more regular email communications between meetings.

Theme: Design Principles and Ingredients

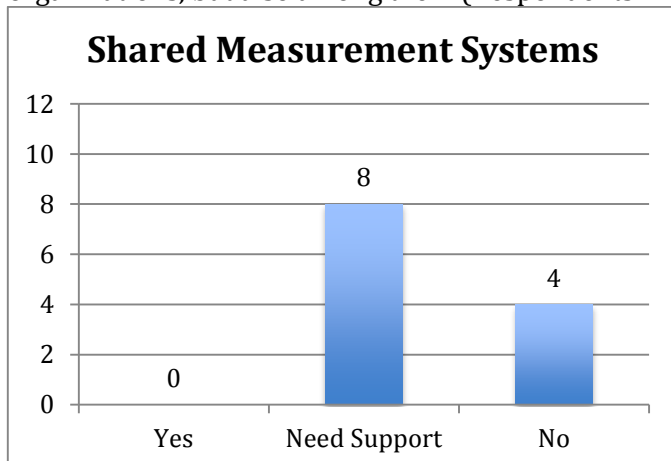
Shared Agenda: Do the stakeholders have a shared understanding of the problem and a shared commitment to solving it through agreed upon actions (Respondents = 12)?



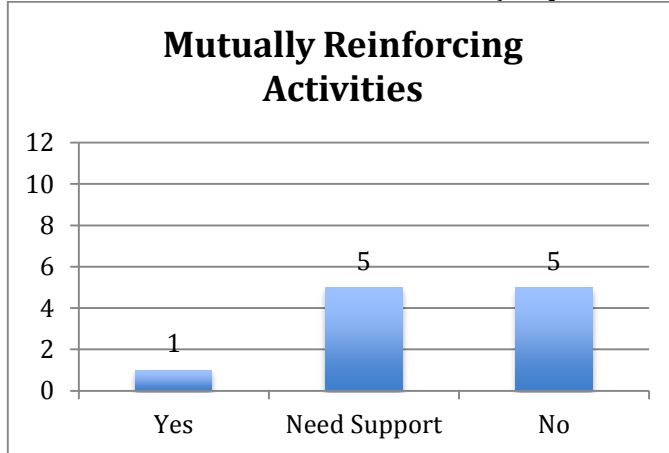
Continuous Communication: Is there a series of regularly scheduled meetings and work sessions aligned to the process steps (Respondents = 12)?



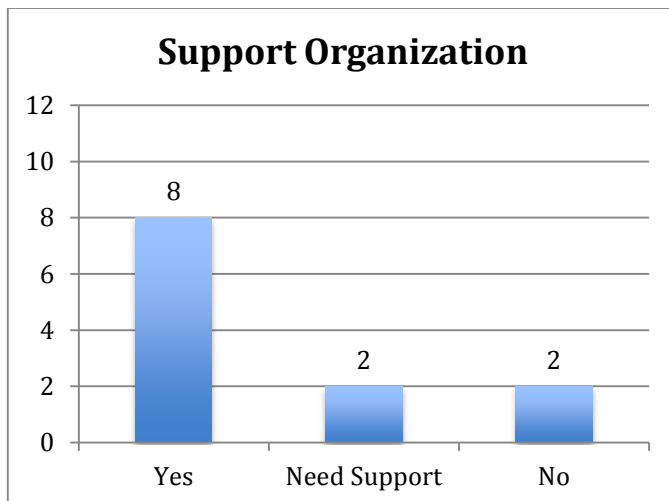
Shared Measurement Systems: Is there a small but comprehensive set of indicators that becomes the platform for an ongoing learning community that gradually increases the effectiveness of all stakeholders? Is there evidence that measures are shared not just within the stakeholder organizations, but also among them (Respondents = 12)?



Mutually Reinforcing Activities: Are the roles of stakeholders clearly defined, encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others (Respondents = 11)?



Support Organization(s): Is there a dedicated or shared staff who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection, reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly (Respondents = 12)?

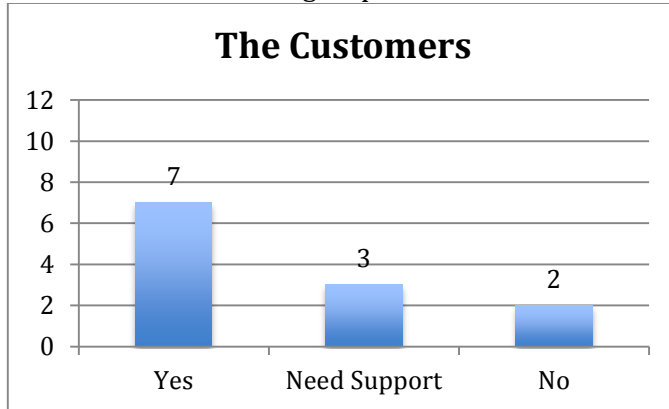


Open Ended Responses

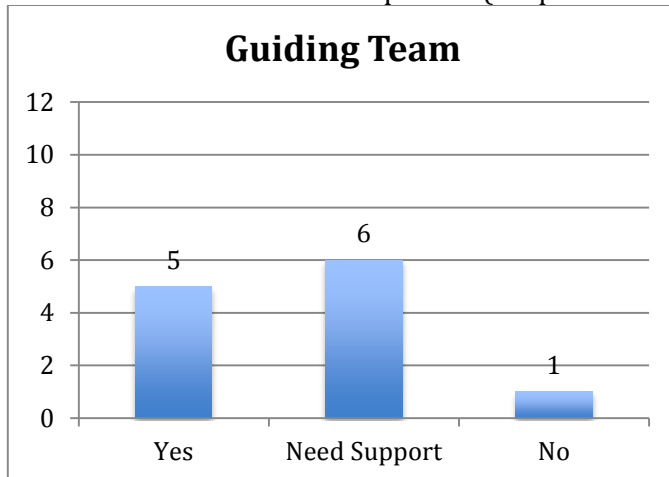
- Continue to articulate the problem.
- Form an independent support organization (this will take time)
- Break down the issues into simple talking points.
- Identify shared interim measures
- Clearer articulation of "problem" to all - perhaps development of APAC Network talking points document action plans for short and long term.
- Temporary home is ACPE - needs a permanent backbone organization...

Theme: Coalition Structure

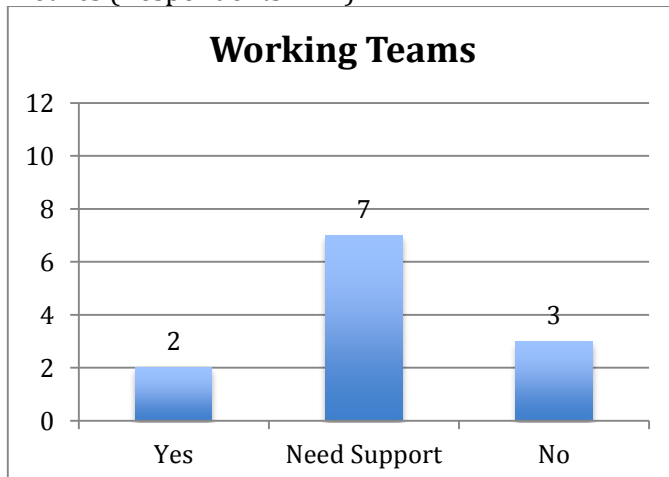
The Customers: Has the group defined the customers whom it wants to serve (Respondents = 12)?



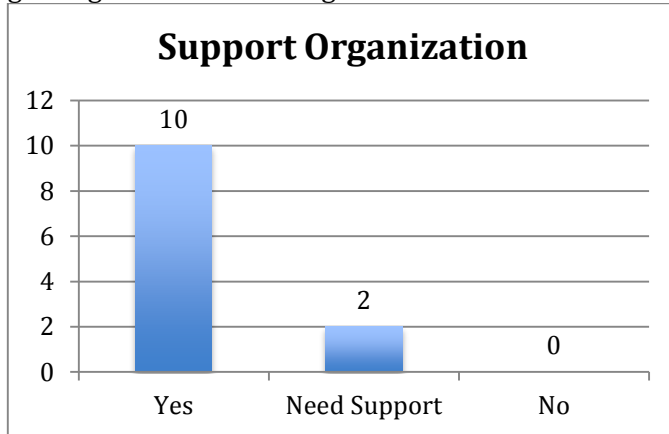
Guiding Team: Is there a guiding team or steering committee in place to serve the stakeholders and ensure that the work is accomplished (Respondents = 12)?



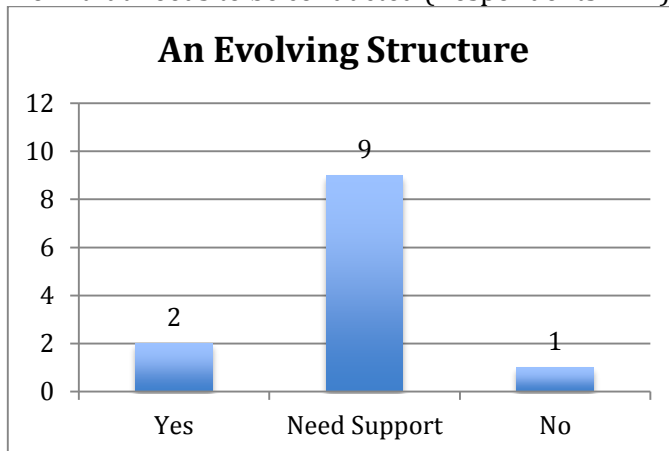
Working Teams: Are there working teams established to conduct the work? Does each team have a clear purpose and a defined set of projects that include charters, project timelines, deliverables, and metrics (Respondents = 12)?



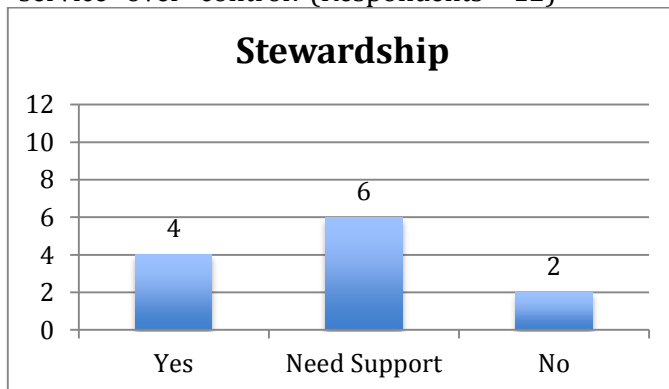
Support Organization: Is there a support organization offering staff support that works with the guiding team and working teams to serve them in accomplishing their work (Respondents = 12)?



An Evolving Structure: Did the group's structure emerge from the context, relationships, circumstances, and work? Is the structure periodically reviewed to ensure that it is coordinated and aligned with the work that needs to be conducted (Respondents = 12)?



Stewardship: The underlying philosophy of collaboration is that it is possible to change something you cannot control. It is the willingness to be responsible for the well-being of a community by operating in service, rather than in control, of those around us. Does the group's structure promote the idea of "service" over "control"? (Respondents = 12)

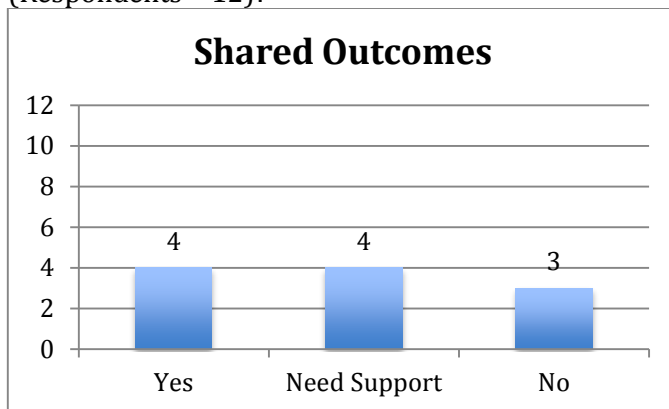


Open Ended Responses

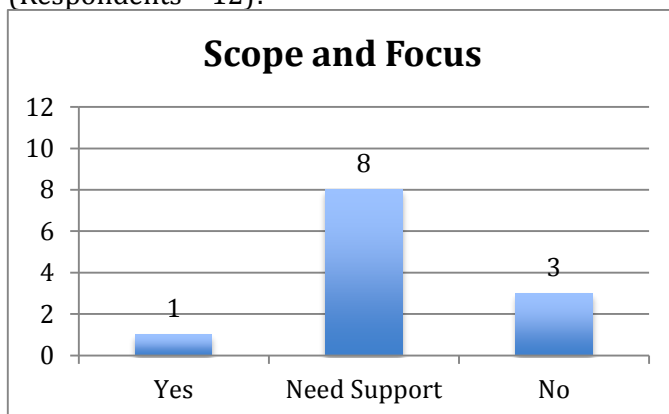
- Group is made up of many urban based individuals that are unaware of statewide educational, especially rural, hurdles. Perhaps creating a rural committee to address rural issues would be more effective.
- Identify tangible action items for stakeholders to take responsibility for
- We need defined work teams.

Theme: Strategy and Sustainability

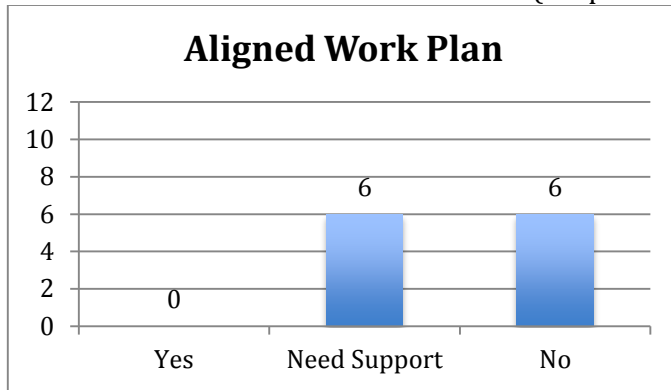
Shared Outcomes: Are there defined outcomes that describe what difference the work will make (Respondents = 12)?



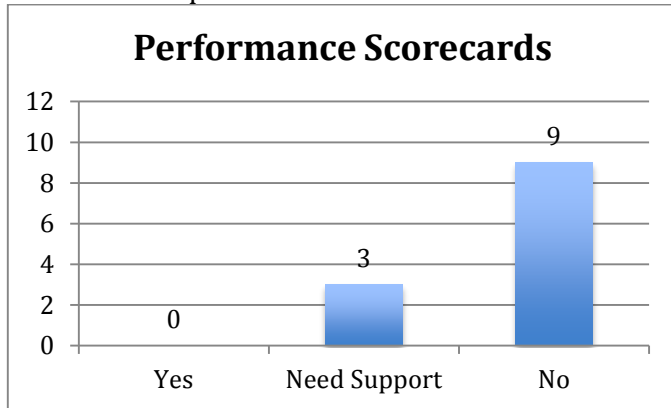
Scope and Focus: Is there a strategically defined scope and focus for the work of the group (Respondents = 12)?



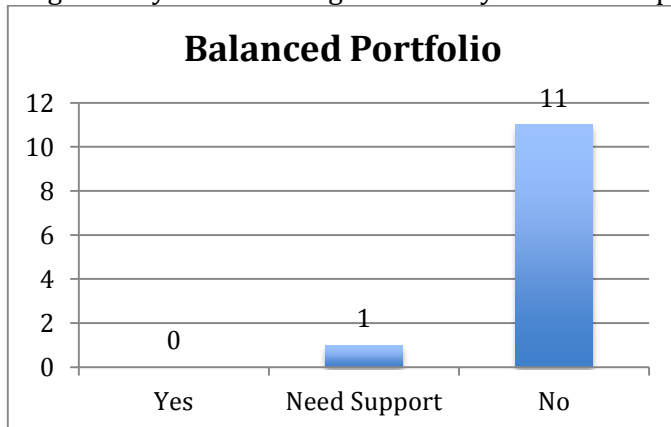
Coordinated and Aligned Work Plan: Has the group developed a coordinated work plan that defines how the shared outcomes will come to be (Respondents = 12)?



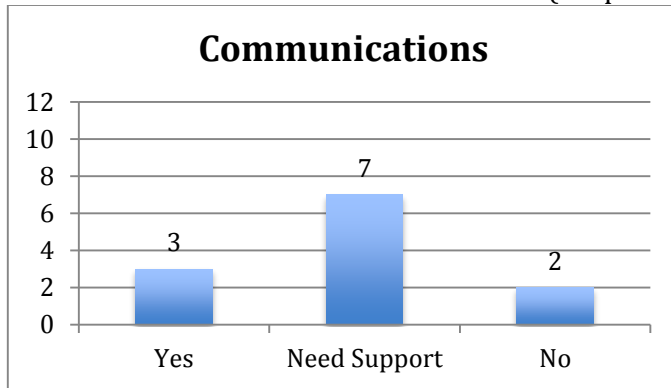
Performance Scorecards: Does the group create, maintain, and share an agreed upon set of measures that lead to improved outcomes for the served customers (Respondents = 12)?



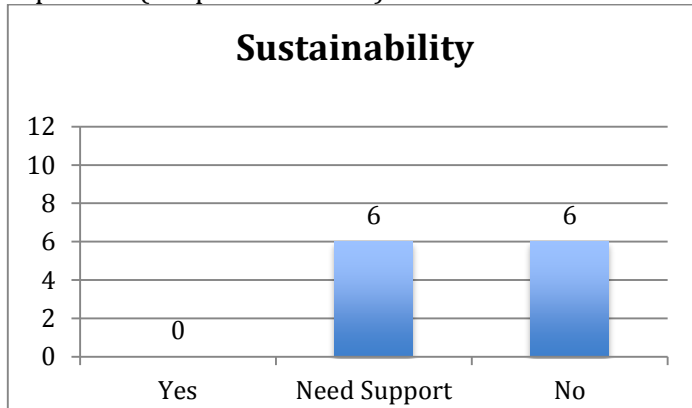
Balanced Portfolio of Projects: Is there a portfolio of projects that offer a combination of easy, but substantive short-term wins to sustain early momentum for the initiative, as well as more ambitious, long-term systemic strategies that may not show impact for several years (Respondents = 12)?



Communications: Has the group created a communication process that ensures the effective flow of information and data with all stakeholders (Respondents = 12)?



Sustainability: Does the coalition have a defined process for increasing its leadership and resource capacities (Respondents = 12)?



Open Ended Responses

- Eventually we will need to move on to creating workgroups to implement strategies - but that would be too soon now.
- There is "planning fatigue". "Balanced Portfolio of Projects - Is there a portfolio of projects that offer a combination of easy, but substantive short-term wins to sustain early momentum for the initiative, as well as more ambitious, long-term systemic strategies that may not show impact for several years?" - We don't have this, and it would be the type of "sink your teeth in" action item that we need.
- We need measurable outcomes that will help us to accomplish short term and long term goals.
- We need to better define our outcomes (beyond acquiring a degree or certificate).
- There is still a question I believe about what this is that we are working to create.

TOP AREAS OF CONCERN

- *Sense of Urgency:* Is there a sense of urgency in the community around the issue (13/14 report we need support or no)?
- *Stakeholder Benefits and Assets:* Have the stakeholders been asked about what value and benefits they may realize as a result of the group's work? Have the stakeholders been asked about assets they may bring to the table to better accomplish the work (13/13 report we need support or no)?

- Have we identified the *Stakeholders* who conduct the work (13/13 report we need support or no)?
- *The Current State*: Has the group mapped out any relationships or factors influencing the challenge (12/13 report we need support or no)?
- *Shared Measurement Systems*: Is there a small but comprehensive set of indicators that becomes the platform for an ongoing learning community that gradually increases the effectiveness of all stakeholders? Is there evidence that measures are shared not just within the stakeholder organizations, but also among them (12/12 report we need support or no)?
- *Coordinated and Aligned Work Plan*: Has the group developed a coordinated work plan that defines how the shared outcomes will come to be (12/12 report we need support or no)?
- *Performance Scorecards*: Does the group create, maintain, and share an agreed upon set of measures that lead to improved outcomes for the served customers (12/12 report we need support or no)?
- *Balanced Portfolio of Projects*: Is there a portfolio of projects that offer a combination of easy, but substantive short-term wins to sustain early momentum for the initiative, as well as more ambitious, long-term systemic strategies that may not show impact for several years (12/12 report we need support or no)?
- *Sustainability*: Does the coalition have a defined process for increasing its leadership and resource capacities (12/12 report we need support or no)?

OPEN-ENDED THEMES

- Meet more frequently and/or have longer meetings
- Increase collaboration and partnership with the following:
 - Native Corporations
 - Department of Labor and industry
 - Business and Secondary school leaders
 - DEED